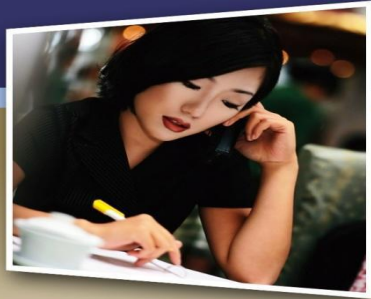




the **blueprintgroup**
architects for organizational change



Coaching Prospectus

FAQ

"Extracting insight from experience is a competence especially relevant to men and women in leadership positions in business who aspire to leadership.....like accomplished performers in sports, music or the arts, they make time to learn and they practice as strenuously as they perform"

~ Robert Thomas , Crucibles of Leadership, 2008

Coaching Prospectus and FAQ

OVERVIEW

At The Blueprint Group coaching is infused within the context of all that we do. We like to call it “a coach approach to process consulting” with curiosity providing the foundation for all of our interactions with our clients. Coaching is a necessary component to any change initiative, and in today’s business world, the only constant is change itself. Coaching provides action and accountability, a framework for just-in-time learning as individuals, groups and teams develop new skills and approaches to their work and in their lives.

We are experienced in designing and staffing internal and external coaching rosters through our credentialed associates and through our vast network of coaching professionals. We lead and project-manage internal and external coaching engagements. Our programs are often customized to deliver on organizational strategic objectives and to support individuals, leaders and teams as they achieve their goals.

Consulting Services

The Blueprint Group’s mission is to help organizations thrive by cultivating a balanced, corporate mindset that is both employee-focused and results-driven. With this in mind, we develop innovative solutions and success strategies in collaboration with our clients that incorporate:

Coaching	Organizational Performance Consulting
Leadership Development	Team Development
Change Management	Assessment(s)
Work-Life Integration	Strategic Planning

We stand by our commitment to helping organizations flourish by applying performance measurement tools to our services. This enables us to assess 'before-and-after' progress and identify where further improvements may be required. The result of our efforts...leaders who are extraordinary, teams that are effective and constructive, high performing workplaces.

Assessments

- Wide range of 360° Assessments
- Leadership Inventories
- Organizational Culture Inventories
- Team Assessments and Group Styles Inventories
- Emotional Intelligence Assessments – Individuals and Teams
- Stress Profile Assessments
- Management Practices Inventories
- Coaching Assessments

WHY WORK WITH THE BLUEPRINT GROUP?

One of our greatest strengths is our extensive network of subject matter experts. We rely on these experts to collectively provide us with the skills and expertise to fulfill even the most specific project requirements.

Coaching Prospectus and FAQ

Experience & Credentials

Our expertise ranges from leadership development, mentoring, organizational change management, individual and organizational wellness, government policy, performance management, facilitation, project management, training and coaching. All of our associates share our values and have a proven track record of providing the highest standard of organizational learning, facilitation and coaching and all have received some of the highest credentials in the profession of coaching and consulting.

WHAT IS COACHING?

Coaching is partnering with clients in a thought-provoking and creative process that inspires them to maximize their personal and professional potential (*ICF, 2012*). A coach is someone who helps individuals and teams articulate a vision, develop goals, determine strategies and action steps and holds individuals and teams accountable. Coaching is a critical support for learning and development strategy, change management, leadership development, personal development and succession planning.

We deliver coaching in three distinct ways:

Executive Coaching

Our executive coaching is not limited to “executives” but is readily available for any individual who is seeking to foster self-awareness, become unstuck, manage challenges and change, increase leadership capacity, set and exceed personal and professional goals, improve personal and professional performance and perhaps most importantly move forward in work and life.

Team Coaching

Team coaching is a process in which coaching principles are applied to create a framework in which a team accelerates towards a collective goal. The focus of the coaching is placed on the relationship within and/or between those in the team or system. This approach creates full team member engagement resulting in sustainable and resilient teams that can solve problems and lead through challenges in a long lasting and meaningful, way.

In team coaching, we have available a variety of tools and processes that are used in the development of effective teams.

Group Coaching

Many of our client initiatives and programs include a component of group coaching. Group coaching allows for accountability and learning-in-action to take place with the support and shared experiences of other members in the group. We believe that group coaching is a cornerstone to many leadership and work-life initiatives in order for timely and relevant change to take place.

What Makes a Good Coach?

A good coach is someone who can gain the trust and be able to read in the moment what is occurring for the client. A good coach can put into simple, jargon-less language observations and make requests of clients to reach for their goals and beyond. A good coach has:

- Business acumen
- Fierce goal orientation
- Analytical thinking capacity
- An understanding of human dynamics, relationships and group process
- An understanding of organizational system dynamics
- Superior leadership capabilities
- Deep listening skills
- The courage to challenge clients

Coaching Prospectus and FAQ

EXPECTATIONS FROM COACHING

Executives are adamant that coaching is neither a magic bullet nor a quick fix. One executive was concerned that some members of his senior management team seemed to think that coaching could solve everything:

“It makes me nervous when somebody picks up something like coaching with that kind of zealotry. You’re expecting so much from it, and I think it’s going to let you down. I worry about that in this company. We’re having a great year, so it’s fine. But what happens if we have a really terrible year? Do we blame that on coaching? That happened in my last company. All of a sudden they stopped using coaches. That kind of business decision makes me nervous. Too much loving and too much hating is not a good thing from leadership.”

It must be understood that the primary purpose of executive coaching is to help executives learn. Coaching is not a panacea for a host of business ailments (2006, *Ivy Business Journal Online*).

The Rise of Coaching

Coaching in organizations has become a popular and effective intervention for a variety of reasons including:

- A rapidly evolving business environment
- Lifelong learning
- The need for targeted, individualized, just-in-time development.
- The financial costs of the poor performance of senior managers/executives
- Improving the decision-making of senior employees.
- Individual responsibility for development (2006, *CIPD*).

Coach & Client Fit

We appreciate that not all coaches are right for all clients. The best coaches are those who give honest, realistic, challenging, feedback, are good listeners and suggest good ideas for action. Beyond looking for specific qualifications, experience and knowledge, it is important to match clients with coaches based on qualities, skills or personal characteristics that are important to the clients we work with.

Modalities of Coaching

The vast majority of our one-to-one and group coaching takes place over the telephone however this is not always exclusive. Our team coaching processes often involve a facilitated program with follow up face-to face or team coaching over the telephone or a blend of face to face coaching and telephone coaching based on client need.

Evidence from a study on the benefits of telephone versus face to face coaching suggests that telephone coaching provided more convenience for executives being coached (66%), required less travel time (22%) and reduced costs for coaching (11%). This suggested that telephone coaching had a positive impact on the uptake of coaching (2008, *Collett*).

Our Model of Coaching

At the Blueprint Group we apply an appreciative inquiry approach to our coaching and consulting engagements. We work with our clients in process as they think, plan, act and reflect on their experience within the context of their environment (2005, *Kolb*).

Coaching Prospectus and FAQ

IMPACT OF COACHING

HR practitioners strongly believe that coaching is an effective way of promoting learning and can have an impact on the organization's bottom line. If managed effectively, coaching is believed to have the ability to deliver tangible benefits to staff and the organizations they work for (2007, *CIPD*).

Organizational Impact

Manchester Inc., the global leader in customized executive coaching programs, released the results of a study that quantifies the business impact of executive coaching. The coaching programs that executives participated in were a mix of both change-oriented coaching — which is aimed at changing certain behaviors or skills — and growth-oriented coaching — which is aimed at sharpening performance. The coaching programs typically lasted from six months to one year.

Among the results of the study:

Manchester's coaching programs delivered an average return on investment of 5.7 times the initial investment in a typical executive coaching assignment — or a return of more than \$100,000 — according to executives who estimated the monetary value of the results achieved through coaching.

In the same study of 100 executives, companies reported improvements in:

- Productivity (reported by 53% of executives)
- Organizational strength (48%)
- Retaining executives who received coaching (32%)
- Cost reductions (23%)
- Bottom-line profitability (22%)

Individual Impact

CoachConnect, a company that specializes in brokering certified coaches towards Norwegian businesses in cooperation with the Norwegian University of Life Sciences, completed a research project showing that coaching reduces stress an average of 18% after a short three-month period. Some of the 111 participants experienced a reduction as high as 47%. Some of the findings include:

- 72% of participants said that through coaching, they have learned to prioritize their time better.
- 79% of participants said that they feel better equipped to make decisions based on what is truly important
- 81% of participants said that through coaching, they have gained a deeper understanding for the thoughts and actions that stand in their way.
- 85% of participants said that the coaching has made a significant impact on them and has helped them make various necessary changes in their day-to-day lives.
- 74% of participants said that coaching has provided them with tools and perspectives that help them tackle stress better (2006, *CoachConnect*).

Our own work-life integration coaching programs have been measured and support these claims with our participants experiencing

- Significant increases in health habits (28%) including eating/nutrition and prevention.
- 14% increases in overall psychological well-being.
- 23% decreases in Type A behavior.
- Combined decrease on stress of 22% (2010, *The Blueprint Group*)

Coaching Prospectus and FAQ

Evaluation

Coaching engagements should be evaluated. Our coaching processes begin with an assessment which provides a benchmark for both coach and client. Our engagements then involve regular check-ins on progress towards goals. Where required, a follow-up assessment is also conducted and thus used as a means to establish impact. Additionally, our clients provide us with a self-evaluation of the impact coaching has had.

WHO SHOULD BE COACHED?

CEO's

Being a CEO--especially at a time when shareholders, regulators, and class-action lawyers are taking aim--can create demands that are impossible for one human being to handle alone. Every day, CEOs face blowups on their staffs and ethical dilemmas they feel ill-equipped to handle. The global economy has stretched the CEO skill set. Leaders can no longer be just stellar strategists. They also have to be masters of their emotions. Yet the talents that vault people to the top job are often those--dominating meetings, pushing through a project at all costs--that end up sabotaging them. Plenty of CEOs are interpersonal disasters. Ask board members, and they'll tell you: CEOs get hired for their skills but fired for their personalities (2002, *Business Week Online*).

Directors and Managers

If you want to understand leadership, you have to understand it through the impact a leader has on followers. The word leadership explodes into meaninglessness if you don't think about it from that perspective.

What a leader does for followers is turn anxiety into confidence. They've always done that throughout time and in every different society and situation. When leaders lead well, it's because they're able to rally people to a better future and make people spirited when they were previously anxious (2005, *Buckingham, Management Consulting News.*)

Organizations and their leaders need to continually re-invent themselves in today's global economy. Many Directors and Executives are talented individuals who seek structure in how to become more self-aware and look for guidance on applying their leadership within their roles to their best possible advantage.

Anyone Who Want or Needs to Improve their Performance

"Through learning we re-create ourselves. Through learning we become able to do something we never were able to do. Through learning we re-perceive the world and our relationship to it. Through learning we extend our capacity to create, to be part of the generative process of life" (1990, *Senge*). The literature on coaching suggests that Individuals experience of being coached is that their personal and professional performance improves through learning. In particular the benefits include:

- Continuous one-on-one attention
- Expanded thinking through dialogue with a curious outsider
- Self-awareness, including blind spots
- Personal accountability for development
- Just-in-time learning (2006, *Ivey Business Journal*).